



State of California
**PERFORMANCE MANAGEMENT
COUNCIL**

**INITIAL CHARTER
August 2009**

I. Purpose

The Performance Management Council ("Council") is a self-chartered group of government leaders and academic specialists convened by the Little Hoover Commission to lead efforts to infuse and sustain a performance management culture throughout state government. Underlying the Council's work are the beliefs that 1) incorporating performance metrics into government is a means of increasing governmental transparency and accountability to the public and 2) performance management is essential for guiding policy and operational decisions to improve the outcomes of state government.

The purpose of the Council is to:

- ✓ Provide leadership and direction in support of efforts to infuse and sustain a performance management culture throughout state government.
- ✓ Involve state government leaders and employees in conversations about the use of performance management within state government.
- ✓ Share best practices and provide support for burgeoning performance management efforts.
- ✓ Shape the environment in state government to help implement reform.

II. History

In the course of performing its governmental oversight duties, staff of the Little Hoover Commission identified increased interest among various governmental leaders in the area of performance management. As part of its examination of the governance of information technology in California state government, the Little Hoover Commission in August 2008 convened a group of government leaders and academics to discuss how the state could leverage data and technology to better manage, report and improve government performance. Following the release of the Commission's 2008 report *A New Legacy System: Using Technology to Drive Performance*, Commission staff reconvened the group in December 2008 to continue the discussion of how the state can take steps toward infusing performance culture throughout state government. As other leaders became aware of this group's focus, the number of interested members increased. Based on the continued interest in performance accountability, the group decided to charter itself to formalize the information sharing opportunity into a longer-term discussion.

III. Council Membership and Responsibility

The Performance Management Council intends to remain flexible in its membership and does not establish a committee member nomination process nor does it define a maximum number of members. Participation is voluntary. Participating departments shall self-limit participation to two attendees who shall be leaders within those organizations. Members may elect to have a specified alternate attend a meeting in the event of an absence.

Individual members will determine the degree of their participation in the Council. Any member committing to work on any Council generated task or subcommittee is responsible for meeting that commitment.

The Council is empowered to create and delegate specific tasks to ad hoc committees, who will report back to the committee as a whole.

IV. Goals and Activities

The Council shall work to:

1. Expand knowledge and use of performance management within government through:
 - a. A best practices workshop series where presenters discuss lessons learned and current challenges of establishing performance management systems.
 - b. A web-based library of performance resources.
2. Advocate use of performance management, within and outside of government, through the issuance of a white paper. The white paper could include:
 - a. An analysis of the state's use of performance management, from a baseline survey.
 - b. A description of the uniform framework and necessary infrastructure that may be needed to incorporate performance management into departments and agencies.
 - c. The framework for a statewide score card.
 - d. A discussion of potential universal measures, applicable to all departments, that would be meaningful to primary stakeholders, such as the public, the Governor's Office and the Legislature.
 - e. The framework for a training program for state managers to develop, use and infuse performance management into departments.
 - f. Key lessons learned in the best practices workshop series.

V. Meetings

The vision of this charter is for the Council to meet bi-monthly. The logistics and notification of scheduled meetings will be coordinated by the Little Hoover Commission staff who facilitated the original discussions leading to this chartered group. Staff from the Little Hoover Commission shall maintain a record of the Council's meetings. Actions may be taken with an approval of the majority of members present at scheduled meetings.

VI. Term

The informal structure of the self-chartered Council does not define terms of office. The vision of this charter reflects a projected 12 month commitment, which is subject to change at any time based on the interest and evolving needs of its members.

This initial charter (August 2009) is implemented for the mutual benefit of its membership and will remain in effect as long as there remains interest in its goals. The charter will be updated periodically to reflect the evolving needs of its members.